MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

DOB5614 – INTRODUCTION TO ORGANISATIONAL BEHAVIOUR

(Diploma Students Only)

7 JULY 2023
9.00 a.m. -11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 4 pages.
2. Attempt **ALL** questions.
3. Please write your answers in the Answer Booklet provided.

STRUCTURED QUESTIONS [100 Marks]

QUESTION 1

> The management of Sinar Harapan Sdn. Bhd. has decided to form a group to organise the next annual meeting, where each department will review past performance and set goals and objectives for the coming year. During the meeting, the information from each department will be shared with the company, and the organising group will monitor progress throughout the year and report results to management on a quarterly basis.
>
> *Source: Adapted from https://courses.lumenlearning.com/*

Scenario 1

(a) In your opinion, is the organising group in Scenario 1, a formal or an informal group? Support your answer by comparing both formal and informal groups, using the evidence from Scenario 1. (6 marks)

(b) Briefly explain any **SIX (6)** ways to encourage cohesiveness among the members of the organising group in Scenario 1. (6 marks)

(c) Briefly describe the **THREE (3)** advantages and any **THREE (3)** disadvantages of group decision making that the organising group in Scenario 1 might encounter. (6 marks)

(d) Define the term, 'groupthink.' (2 marks)

(Total: 20 marks)

QUESTION 2

(a) List the **FIVE (5)** major functions of communication within an organisation. (5 marks)

(b) Explain the following types of communication flows. Give **ONE (1)** example for each type of communication flow within an organisation setting.

i. Downward communication (2 marks)
ii. Upward communication (2 marks)
iii. Lateral communication (2 marks)

(c) Provide any **THREE (3)** types of written communication that are commonly used in organisations. (3 marks)

Continued ...

Refer to the following issues related to communication in Pristine Sdn. Bhd.:

- Rina, the accounts officer complains about being exhausted with the large quantity of emails she receives daily, with approximately half having nothing to do with her job.
- Raju, the marketing manager examines messages and reports in greater detail and focus. As a result, he is always on a negative mood and tends to yell at his subordinates when they miss out even the smallest details.
- Rui En, an employee from the customer service department appreciates video conferencing with her team who are based internationally. However, she always encounters difficulties in making them understand specific words and terms since they tend to misinterpret them quite often.

Source: Adapted from https://courses.lumenlearning.com/

Scenario 2

(d) Identify and explain the **THREE (3)** potential barriers to effective communication that are present in Scenario 2. Support your answer with the evidence from the scenario. (6 marks)

(Total: 20 marks)

QUESTION 3

(a) Define the term, 'power.' (3 marks)

(b) State and explain any **FOUR (4)** types of power that managers use in an organisation. (8 marks)

(c) Organisational politics may threaten employees. State any **THREE (3)** examples of employee responses to organisational politics. (3 marks)

Continued ...

Tan Sri Dr. Tony Fernandes, the founder of AirAsia is known to have the ability to invoke power not only among his staff but also among the public. Tony focuses on being close to his employees and creating a "hierarchy-less" work environment, which makes them happy, committed, and willing to contribute to the success of the organisation. He also puts a lot of efforts in involving employees from all levels by frequently asking for their ideas to achieve his company's goals.

Source: Adapted from Ahmad et al. (2009). Understanding Organisational Behaviour. Oxford University Press

Scenario 3

(d) Based on Scenario 3, state and explain **TWO (2)** influence tactics that Tan Sri Dr. Tony Fernandes uses in his organisation. Support your answer with the evidence from the case. (6 marks)

(Total: 20 marks)

QUESTION 4

(a) Compare the effects between 'functional' and 'dysfunctional' conflicts. (4 marks)

(b) Researchers have classified conflicts into three categories. State and explain the **THREE (3)** categories of conflict. (6 marks)

(c) State and describe any **TWO (2)** types of conflict-handling intentions that may occur in Stage III of the conflict process. (4 marks)

(d) When individuals or group members are unable to resolve their differences through direct negotiations, they may seek help from a third party. State and explain the **THREE (3)** types of third-party negotiations. (6 marks)

(Total: 20 marks)

Continued ...

QUESTION 5

(a) State and describe any **THREE (3)** individual sources of resistance to change. (6 marks)

(b) Suggest and explain any **THREE (3)** ways that managers can use to overcome employee resistance to change. (6 marks)

(c) State and describe the **TWO (2)** types of work stress. (4 marks)

(d) Briefly describe the **FOUR (4)** individual strategies that employees can take to reduce their stress levels. (4 marks)

(Total: 20 marks)

End of Paper